

This chapter focuses on the procedures that hiring authorities must follow when making permanent appointments from established registers to civil service positions. This chapter also provides guidance on the department's affirmative action goals as they relate to nonpermanent and other exempt appointments.

### Affirmative Action Goals

Affirmative action goals for hiring and promotions will be established in accordance with the Washington State Department of Transportation (WSDOT) Affirmative Action Plan. These goals will be incorporated into the Quarterly Utilization Analysis published by the Internal Civil Rights Branch (ICRB). The report will be used by personnel representatives when certifying names of eligible candidates to hiring authorities.

### Open Competitive Recruitment

The ICRB will work with DOP to ensure that copies of Open Competitive (OC) recruitment announcements for WSDOT's agency unique positions are distributed to regional protected group organizations. ICRB may, as needed, distribute copies of the recruitment announcement to national protected group organizations.

Local list administrators will distribute local list recruitment announcements to regional protected group organizations listed in the Recruitment Resource Directory published by the ICRB.

Managers conducting open competitive recruitment through the College Recruitment Program (CRP) shall distribute copies of the recruitment announcement to colleges and universities whose student population will increase the organization's opportunity to meet its targeted affirmative action goals. The ICRB will assist in determining appropriate colleges and institutions.

### Target Recruitment

Region and Olympia Service Center personnel representatives shall work with the ICRB to ensure that OC registers previously established to fill future vacancies contain a sufficient number of protected group candidates to meet the department's targeted affirmative action goals. When there are less than three targeted protected group candidates on an OC register with availability for a particular region or Olympia Service Center division, the Personnel Office responsible for that region or service center shall:

- a. Contact ICRB for assistance in soliciting applications and conducting special testing from qualified candidates who are members of the targeted protected group.
- b. Write letters to recruitment sources representing the protected group asking the representatives of these organizations for assistance in soliciting applications for special testing from qualified protected group candidates who would meet the department's affirmative action goals.

- c. Attend career fairs and other community functions to advise targeted protected group organizations of employment opportunities.
- d. Confer with ICRB on the placement of advertisements in newspapers and other media that represent the targeted protected group.
- e. These procedures will not delay an appointment to fill a current vacancy.

## **Certification of Candidates**

Hiring authorities who wish to fill a classified position on a permanent, seasonal, or project basis may do so by obtaining a certification of qualified candidates from an employment register or by filling the position with a transfer, voluntary demotion, or elevation candidate.

Hiring authorities who wish to fill the vacancy through the certification process should submit a Recruitment/Certification Request (DOT Form 732-002) to their region or Olympia Service Center Personnel Office.

Upon receipt of a Recruitment/Certification Request, the region/service center personnel representative shall:

- a. Ensure that the position has been established and is properly allocated.
- b. Check the Quarterly Utilization Analysis to determine if the region/division requesting the certification has met its targeted affirmative action goals for the classification they are attempting to fill.
- c. Obtain a certification of names by accessing DOP's computerized Automated Register Maintenance System (ARMS) or, when dealing with local list classifications (e.g., Maintenance Technician 1), the appropriate local list register. This certification will include the names of the top seven candidates on the register and up to three supplemental "Plus 3" protected group candidates.

If the organization's targeted affirmative action goals have not been met, the names of these "Plus 3" candidates shall be drawn from the top candidates on the register whose appointment would assist the department in meeting its targeted affirmative action goals.

If the organization's affirmative action goals have been met, these supplemental names will be drawn from candidates on the register who are members of protected groups identified in the Quarterly Utilization Analysis as underutilized in relationship to the group's availability in the labor market.

- d. Forward the names of employees who have completed the department's Application for Transfer, Voluntary Demotion, and Elevation Form (DOT Form 732-046) and expressed an interest in transferring, demoting, or elevating to where the vacancy is located.

## **Structured Interview Process**

When personnel certifies a list of eligible candidates whose appointment would assist the department in meeting a targeted affirmative action goal, such names shall be identified on the certification as "Targeted Plus 3" candidates. Unless otherwise authorized by the Deputy Secretary for Operations, the hiring authority shall invite all candidates whose names appear on the certification to interview for the position.

Prior to making an appointment, the hiring authority shall develop structured job related interview questions and a scoring matrix using the following guidelines:

- a. Structured interview questions should focus on the candidate's knowledge, skills, and abilities (KSAs) to perform key functions of the position being filled as shown on the Classification Questionnaire (CQ) for the position.

When developing questions and rating the candidate's responses, the hiring authority should consider whether the candidate could acquire these KSAs during the probationary or trial service period.

- b. Determine a point value for general experience based on how long it takes appointees to become proficient in the position. If it requires three years to become proficient in a given position, candidates with ten years of general experience should not receive more interview points than candidates with only three years of such experience.
- c. Additional interview points can be given to candidates who possess specific experience that is equivalent to or directly related to the duties of the position being filled.
- d. Determine a point value for education and training based on the education required in the minimum or desirable qualifications contained in the class specification. Candidates with general education beyond that specified in the class specification should not receive more interview points than candidates who possess the minimum education requirements.

By comparison, experience in lieu of education should be given a point value that is proportionate to that provided to the education option specified in the minimum qualifications.

- e. Additional points can be given to candidates who possess specific education or training that is directly related to the position being filled.
- f. Subjective questions relating to the candidate's attitude or enthusiasm will not be used during the interview.
- g. All candidates will be asked the same questions and will be graded on their objective responses.
- h. The supervisor conducting the interview will review the CQ and Essential Job Functions form with each candidate at the beginning of the interview. After this review, each candidate will be asked, "Can you, with or without accommodation, perform the essential functions of the position?" (See Reasonable Accommodation chapter.)

## **Progress Reports**

ICRB will publish a quarterly Affirmative Action Workforce Utilization Report identifying the progress each region/service center has made toward meeting its affirmative action goals. This report will be provided to WSDOT Executive Management and personnel representative for each region/service center.

## **Temporary and Other Nonpermanent Appointments**

In an effort to enhance the department's commitment to diversity in the work force, the following procedures for employment of temporary and other nonpermanent employees are established.

### **1. Nonpermanent Engineering and Maintenance Appointments**

When making temporary or other nonpermanent appointments to engineering and maintenance positions, management should give priority to qualified protected group candidates who, if hired on a permanent basis, would aid the department in meeting its affirmative action goals. Goals for temporary hires will be the same as those set for permanent hires under the department's Affirmative Action Plan.

### **2. General Nonpermanent Appointments**

When making nonpermanent appointments to other than maintenance and engineering positions, a goal of 50 percent of nonpermanent appointments should come from qualified protected group candidates who, if hired on a permanent basis, would assist its organization in meeting its targeted affirmative action goals.

Managers and personnel representatives will maintain a file of applications received from protected group candidates. Hiring authorities may find it necessary to conduct target recruitment in their local areas to ensure that they have an adequate applicant pool of protected group candidates to meet their nonpermanent appointment needs. The ICRB is also available to assist in this effort.

Each region/service center will be required to provide a quarterly report to OEO outlining their attainment towards these goals, or reasons for nonattainment.

## **Executive Exempt Appointments**

In accordance with the Governor's Executive Order 93-07, the agency's executive team profile shall be submitted to the Governor's Staff Director. All proposed appointments to an executive exempt position shall be submitted to the Governor's Staff Director for approval before the prospective candidate is hired.

For each executive exempt position that is to be filled through an open competitive recruitment, the ICRB will work with DOP to ensure that copies of exempt recruitment announcements are distributed to regional or, as needed, national protected group organizations.

As part of the recruitment process, all recruitment announcements for WSDOT executive exempt positions shall ask candidates for voluntary information regarding their Affirmative Action Status (Appendix 5).

If a targeted protected group candidate is not selected, the procedures under "Justification for Nonselection of 'Targeted Plus 3'" apply.

## **Washington Management Service**

Target recruitment of OC and service-wide promotional candidates may be conducted where it is expected that agency recruitment will result in an inadequate supply of targeted protected group candidates.

If, after interviewing the available candidates, the appointing authority proposes not to appoint one of the targeted protected group candidates, the hiring authority will complete a Justification of Proposed Appointment form and submit the completed form through their Regional Administrator/Assistant Secretary for review/approval and to the ICRB for concurrence.

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